



Society Board Meeting Report

At the virtual meeting of the Board of Directors on June 17, 2021 the following decisions and reports were made:

Report from the Chair

The Chair began his report by complimenting the Board and staff on the recent advocacy initiatives. He noted that he has attended several Annual General Meetings including the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) and the Association of Professional Engineers and Geoscientists of Alberta (APEGA).

He highlighted a number of OSPE activities such as the new retirement plan benefit, excess soils webinar, need for qualifications-based selection(QBS) webinar, and podcasts. He also emphasized the following blogs: OSPE Members Provide Recommendations on Ontario's First-Ever Critical Minerals Strategy, The Bradford Bypass and the Need for Evidence-Based Decision Making and OSPE Mourns the Tragic Death of Former Member, Madiha Salman.

The Chair asked that the Board think about how to support Professional Engineers Ontario (PEO) during their transformation. He suggested supporting instead of directing or interfering. OSPE could encourage industry peers to run for PEO Council. Social media and communication channels could be used to promote the advantages of competency-based boards. OSPE could use the results of the PEO activity filter to identify any voids OSPE may be able to fill. D. Carnegie asked if there was a communications strategy that we could share with members, to educate them on how to discuss PEO issues. The Chair explained he has added an 'OSPE Update' agenda item to his local Chapter meetings. OSPE members could also put motions forward at meetings (like the E4P group has) to support the new strategy. P. Marcucci reminded the Board to set the direction but allow staff to determine tactics. S. Perruzza noted he would bring back for discussion at the next Board meeting a communications strategy to educate members on what is going on in other provinces. PEO's vision is to be the best regulator, so highlighting what modern regulation looks like could encourage our influential members to share that message.

The Chair suggested a new initiative where OSPE reviews the calling of an engineer ceremony with an EDI (equity, diversity, and inclusion) lens as he suspects the ceremony may not be inclusive. P. Marcucci supported looking into this initiative. J. James noted that the ceremony has been adjusted for religious content. R. Clifton, who is a camp warden, noted that there is tremendous resistance to changing it further and suggested it may not be a worthwhile cause. After further discussion, it was agreed that the Board ask the Diversity and Inclusion (D&I) Task Force to review this item.

Report from the CEO

The CEO, S. Perruzza, provided a written report that was included in the board package, highlighting operational, marketing and advocacy updates. In addition to the information provided in the package, he provided the following updates. OSPE is part of The Ontario Chamber of Commerce's (OCC) Ontario Vaccination Support Council and has supported the, This is Our Shot Campaign. The Council is now focused on what the business implications are of people returning to a physical workspace.

He noted that 90 individuals attended the OSPE AGM, which is approximately 1.1% of our membership. To compare, he stated that PEO had 630 people attend their AGM (their highest ever attendance), which is 0.7% of their members.

He shared that the number of student members has decreased as OSPE has not been in person on campus events due to COVID-19. Campus activities will likely be returning in September 2021, and OSPE will be planning to attend. He has spoken to the Deans as well, who have stated that they will be requiring proof of double vaccinations to live in dorms and to attend classes in person.

A former deputy minister responsible for anti-racism has proactively reached out to OSPE to offer support for our equity, diversity and inclusion (EDI) initiatives. The CEO also spoke to a member who is associated with the Rideau Hall Foundation and has reached out to their Director of Development, Charles McCulloch. They are interested in working with OSPE to potentially have The Right Honourable David Johnston, former governor general, speak at a future conference. These connections speak to the significant depth of work we are doing in this space and are being recognized for it. I. Sterian noted that new funding is available for developing a new EDI toolkit through the federal government. The CEO noted that staff will be submitting a proposal. He added OSPE has received funding in the past, which displays a positive track record.

Infrastructure Ontario and Metrolinx indicated their willingness to participate in a pilot project regarding QBS as a procurement model.

D. Carnegie asked if the Canadian Society of Professional Engineers (CSPE) has been proactive in recruiting more provincial members. He suggested that helping other provinces set up advocacy bodies could result in new members for CSPE. The CEO noted some outreach has taken place; however, regulators feel threatened as they anticipate they would lose their most engaged members. He suspects British Columbia and Alberta may move toward separating the regulatory and advocacy functions in the future.

The engineering conference will be held virtually in October. There may be a hybrid option if restrictions allow. If a Board member is interested in attending the conference, please contact D. Thomson to arrange a complimentary registration. The Ontario Professional Engineers Awards (OPEA) Gala will also be held virtually.

Report from the Treasurer

N. Burgwin, Treasurer, reviewed the report, which was provided in the meeting package showing the financials from January – March 2021. He reviewed the summary report noting that the statement of operations is tracking as expected compared to the previously approved budget and updated reforecast. The Canadian Emergency Wage Subsidy (CEWS) funding from February and March 2021 is not reflected in the numbers provided; however, January was received at nearly double what was budgeted. He also noted membership is going up however, due to the loss in members from the previous year, we are seeing a decline in deferred revenue.

P. Marcucci questioned whether PEO would stop collecting fees on behalf of OSPE as they move toward focusing on regulation. The CEO noted that The College of Physicians and Surgeons does collect fees on behalf of the Ontario Medical Association (OMA), so there is precedent. He added that it would be beneficial for members to pay directly with OSPE as an administration fee is paid to PEO for this service. R. Clifton suggested a sentence be added to the PEO system to explain and entice individuals to add an OSPE membership. S. Perruzza noted this request had been made in the past. R. Clifton noted that he will capture the PEO renewal page for staff to reference.

Initial 2022 Draft Budget Review

V. Mueller noted that the Audit and Finance Committee will continue to review the budget during the summer, and a final draft will be presented to the Board for final approval at the September Board meeting. She reviewed the best, recommended and worst-case budget scenarios, which were provided in the meeting package. The best-case scenario includes making a profit on 3 major events, a small reduction in revenue from The Personal (due to an anticipated rate decrease), and an investment into a Learning Management System (LMS) for the Ontario Engineering Academy (OEA). The recommended budget includes 3 major events, no revenue from the LMS, lower travel

costs and less marketing budget. The worst-case scenario includes events breaking even, membership decreasing and the OEA revenue being lowered. At this time, all scenarios result in a deficit; the return on this investment would be a growth in membership and implementing an LMS.

B. Shukla noted a business case has been completed for the LMS where quotes have been received from multiple vendors. He anticipates the LMS being a member benefit funded by corporate purchases. The D2L system would cost between \$20,000 and \$30,000 per year depending on the number of users. We could capitalize some of that as software expenses, but not the services. Career Services is based on in person events as the job board is expected to stay fixed. It was suggested that the job search attendees could be sent a survey 3 months after the event to discover if they have been hired.

R. Aimey noted the marketing and professional development expenses are higher than the previous year, which she supported. She questioned whether the budget is too conservative as more marketing for member acquisition may be necessary. It was clarified that the membership growth targets were based on current data.

B. Shukla noted that the communications line shows less investment as the number of magazine issues has been reduced to two.

D. Carnegie asked if there was a way to de-risk some of these investments and what a minimum viable product would look like. How do we measure success, what key performance indicators (KPI) are in place? The Treasurer suggested the OEA Steering Committee investigate setting KPI's for the LMS and that the business case be distributed to the Board. B. Shukla noted some testing has been done with corporations based on the needs assessment.

A revised budget will be presented again at the September Board meeting for review and approval.

Report from the Membership Advisory Committee

B. Shukla reviewed the membership report, which was provided in the meeting package. He noted that the membership numbers have grown 4.8% from January – May 2021, which is on pace to end the year with 11-11.5% growth. No drastic changes have been made; however, an acquisition campaign to PEO's email list has resulted in growth to the Professional and Engineer in Training (EIT) categories. R. Aimey suggested the aggressive target be greater than the actual target. It was noted that all membership categories, except Associates, have grown.

P. Marcucci suggested benchmarking other organizations as to what membership and growth is achievable and practical. The CEO noted that the Ontario Medical Association (OMA) and Ontario Nurses Association (ONA) operate like unions because their membership is mandatory. Other organizations, such as the Law Society of Ontario and Ontario Physiotherapy Association, have membership market shares between 30% and 50% due to their negotiation of standard fees. They offer easy and convenient continued professional development (CPD) and cheap professional liability insurance. The CEO has also researched engineering organizations such as the Institute of Electrical and Electronics Engineers (IEEE) and their market share is less than 1%. The closest comparison to OSPE is the National Society of Professional Engineers (NSPE) in the United States, where there are 900,000 licensed engineers and they only have 26,000 members. He believes that when CPD becomes mandatory, it will be a game changer as engineers and companies will be looking for a place to get what they need. R. Clifton noted OSPE's mission is to be the voice of advocacy for the engineering profession, so we should be setting higher targets for market shares.

B. Shukla reviewed the results of the Board research conducted by OSPE's Membership Research Analyst, Luisa Ferreira. He highlighted the key takeaways including being data-driven, setting and measuring goals, being open minded and focusing on marketing. The Board praised Luisa and the work she has started and noted that attracting such talent reflects highly on OSPE. The CEO

commended staff on their engagement in their roles; he was surprised by some of the comments in the research regarding culture.

Research has been done looking into people who have joined in the last year, to discover why they joined OSPE. New members want discounts, professional development, and networking. Additional research was done to members who did not renew their membership this year, which showed most people not being aware that they didn't renew, some were retired and others didn't see the value in a membership.

R. Aimey noted customer service is key in order to stay connected to our members and suggested more budget be considered to hire additional staff or a customer success company to meet those needs. B. Shukla clarified that OSPE has had a full-time Membership Coordinator since January 2021, as well as Voice Logic, a call center focused on calling suspended members. In order to be proactive and prevent members from not renewing, preemptive communication could be useful. P. Marcucci commended the conversation noting it is the Boards role to ensure the organization has the resources it needs; however, how the funds are used is a function of management.

B. Shukla and N. Burgwin reviewed the membership strategy presentation, which was included in the meeting package. They noted that the desired outcome of this discussion is to clearly define a target for the new strategic plan.

Membership numbers were reviewed and compared to the total addressable market (TAM). The goals of the 2021 Big Hairy Audacious Goal (BHAG) include growing membership by 15% and increasing partner revenue. 23 lunch and learns have been conducted and over 5 organizations have signed up for group memberships. The proposed primary target is individuals that have their P.Eng. or are in the process of obtaining it. The value proposition varies dependent on their category – early career, mid-career and late-career/retired. These categories are similar to the personas developed by Halmyre. It was suggested that the mid-career stage is very large, and their needs can vary significantly. D. Carnegie questioned what the competitive landscape looks like, as there is a need to ensure our value is differentiated.

Strategy Discussion

2022-2025 Strategic Plan Critical Path

M. Powers reviewed the strategic plan critical path, which was provided in the meeting package. She noted that the new plan would begin in May 2022. A request for proposals (RFP) process was completed and The Portage Group was selected as consultants. It was noted that non-members will be included in the environmental scan. Other external stakeholders will be determined by the Board Development and Strategic Planning (BDSP) Committee and the consultants but will include PEO and government.

P. Marcucci questioned the purpose of increasing membership. What would the organization do differently with more members? M. Frayne suggested adding funds to the budget for a public awareness campaign.

Debrief of Current Strategic Plan: What worked and what did not?

The CEO provided a presentation, which reviewed the last two strategic plans. In 2014, when he started as CEO, the organization was losing money and staff was continually turning over. A pilot project in eastern Ontario offering a \$99 membership had resulted in complaints from existing members. The 2015-2019 Strategic Plan – Engage, Amplify and Excel focused on creating member value, raising public awareness, public policy, and community engagement. Despite ending one quarter early, reach, reputation and revenue all exceeded targets; however, membership did not increase. The 2019-2022 Strategic Plan – Lead, Care and Unite, included new programs such as the podcast and conferences, and an increase in reputation as OSPE is being invited to closed door conversations. OSPE's relationship with the Ontario Deans has improved,

the number of staff members has increased and been more stable, and research funding has increased, which helps to offset expenses.

He noted that the Change the World revenue and corporate engagement did not materialize; however, the Board was given advanced notice of this and chose to continue. The OEA was impacted by the delay in mandatory CPD and the impact of COVID-19. There was disengagement from a small percentage of members who were upset by the EDI initiatives; however, this loss was offset by other growth. Engagement with the Hubs and Students has also dropped, due to a lack of on-campus activities. A change in direction half-way through the year, and a change in metrics towards the end of the year caused confusion, frustration and tension amongst staff, the CEO, and the Board. Limited resources and trying to be all things to all people creates confusion in messaging and programming. OSPE can get involved in the wrong type of advocacy when issues don't relate to members. EDI initiatives are of the utmost importance however, have had a limited rate of return from a membership perspective. Engineers also have traditionally low engagement. It was asked that the CEO's presentation be distributed to the Board.

M. Frayne emphasized the need to align with OSPE's mandate. R. Aimey suggested focusing on 2 or 3 top things to achieve, and to ensure that the budget is sufficient to support them. 5- and 10-year goals, like engineering graduates could be placed in a parking lot in order to focus on immediate goals and targets, such as those associated with PEO. It was suggested that task forces focus on societal advocacy while OSPE focuses on professional advocacy.

Advocacy Task Forces: Updates

Energy

Steve Pepper, Chair of the Energy Task Force, joined the call to provide an update to the Board on task force initiatives. He noted this was an exciting time for the energy sector because of many new technologies. The next task force meeting will be the last before a brief break during the summer. Task force members have been very busy and sometimes participation is low, so he will focus on that moving forward. Electricity is often a topic discussed during an election year, which opens a lot of consultations that can be responded to by OSPE. The task force continues to lobby the government, attend and respond to consultations and are creating two reports, which are expected to be completed shortly. Topics include, but are not limited to hydrogen strategy, long term energy plan, small modular reactors, conservation and demand management and gas plant decommissioning. An expert on the Mexican electricity industry provided a presentation to the task force at their last meeting.

Diversity and Inclusion

Angela Wojtyla, Chair of the Diversity and Inclusion Task Force joined the call to provide an update to the Board on Task Force initiatives. The Leadership Series was completed; although it was a small group, it was very interactive. The task force is also focused on transitioning the DiversifySTEM app to a website interface with OSPE's new instructional designer. The last 3 lessons have been completed and the task force will now research what the next topics should be. Criteria is being developed for the 2 new D&I awards, which should be ready within the next two months. June will host two events, Celebrating International Women in Engineering Day on June 23 and a Mental Health Panel on June 24 with a number of partners.

Infrastructure

Oliver Xiao, Chair of the Infrastructure Task Force, joined the call to provide an update to the Board on Task Force initiatives. He noted that they have completed the first draft of their guidelines for sustainable infrastructure initiative, which identified main issues such as no consistent approach, Ontario not always being selected and a lack of transparency regarding the selection criteria. They have also published a number of blogs and has participated in OSPE's QBS initiatives. The task force has had a few members resign, however new members have begun and are brainstorming other topics. They will be combining two meetings over the summer into one.

Environment

D. Carnegie provided an update on the Environment Task Force noting subgroups are all currently preparing discussion papers for the entire task force to review. Part of the climate change subgroup is working with the University of Toronto and are focused on the use of electric vehicles for energy storage to back feed the grid. Other parts of that subgroup are looking at green transportation and the building code and retrofits. The water resources group prepared a submission regarding the federal government's clean water agency in March and is now looking at taking a provincial approach to prepare a proposed election platform.

The task force responded to the environmental registry of Ontario (ERO) regarding a consultation on changes to the Record of Site Condition regulation. New task force subject matter experts (SME) are excited and eager to be part of the group; however, there needs to be more strategy in how they are used. More direction from staff would be beneficial as there is a concern of volunteers being less engaged. He also expressed a challenge with respect to balancing responsibilities as a Board Director and Chair of a Task Force in directing staff.

Research and Innovation

N. Burgwin provided an update on the Research and Innovation Task Force reviewing their 5 initiatives. The Aerospace and 5G tracks have been paused as there is no ongoing work; however, the experts are keeping up to date in case a need arises. The Data track is the task forces main focus, a number of new SME recruitment has been done and a substantial amount of data collected. The data is being made into blogs, articles and publications expected in September. The Research and Development Funding subgroup will be putting together a panel including industry experts to create an ENGtalk series. The Clean Technology subgroup is currently recruiting members and is supported by the federal government. I. Sterian suggested connecting with the net zero accelerator.

Standing Committee Appointments

Human Resources Committee

According to the OSPE bylaws the Board needs to appoint two Board members to the Human Resources Committee and the Society's President and Chair is the Chair of this committee. V. Mueller noted it would be beneficial for the Vice Chair to be on this committee for continuity purposes. M. Powers and P. Marcucci volunteered for the positions.

Nominations Committee

The Society's bylaws state that there shall be a Nominations Committee, consisting of a director who is not up for re-election, who shall be the Chair of this Committee. D. Carnegie volunteered for this position.

V. Mueller reviewed the proposed terms of reference noting that the purpose of the committee is to ensure there is a balanced slate of candidates for election. The terms of reference have been updated with correct dates for the 2022 election.

Ad Hoc Committee Appointments

Board Development & Strategic Planning Committee

The Board Development & Strategic Planning Committee's terms of reference notes that the Vice Chair of the organization will Chair this committee and that the committee will include the Past Chair, and two other members will be appointed. D. Carnegie and P. Marcucci volunteered for these positions.

OEA Steering Committee

The Ontario Engineering Academy Steering Committee's terms of reference was provided in the meeting package. The committee requires that at least one additional Board member be appointed. M. Powers and I. Sterian volunteered for these positions.

Advocacy Task Forces

Approval: Revised Terms of Reference

The terms of reference for advocacy task forces have been revised and was provided in the meeting package. The wording regarding SME's was discussed and changed to ensure clarity.

Professional Engineers Act Working Group

The Professional Engineers Act Working Group was reconstituted at the May Board meeting. The Act will be updated; therefore, this is an opportunity for OSPE to provide some recommendations. The revised terms of reference were provided in the meeting package and approved by the Board.

Consent Agenda

The consent agenda and supporting materials were received by the Board.

D. Carnegie identified a typo in the Joint Relations Committee Joint Statement, '2020' should be '2000'. The CEO will ensure the typo is correct at their next meeting.

R. Aimey asked what courses would be included in the LMS. B. Shukla noted that the National Professional Practice Exam (NPPE) courses would be added to the LMS, and that the LMS would also contain over 40 other leadership and management courses.